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Working.

**CONNECTICUT
ECONOMIC
REVIEW**

2014

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Connecticut
Light & Power



Northeast Utilities Companies

A Place of Revolutionary Innovation

WELCOME TO CONNECTICUT, a place where companies large and small experience a revolutionary spirit that supports the ability to innovate, work smarter and succeed.

We have global industry leaders in insurance, financial services, manufacturing, bioscience and digital media, an expanding base of innovative entrepreneurs and high-tech startups, and one of the best educated and most productive workforces in the world.

The information on the following pages further demonstrates why Connecticut is such a desirable, premier business location in the global economy.

To learn more, visit CTforbusiness.com or call Connecticut's Business Response Center at 1-800-392-2122. We look forward to hearing from you and sharing the many advantages of working and living in Connecticut and how we can help your company be revolutionary!



Sincerely,

A handwritten signature in black ink, reading "D. P. Malloy". The signature is fluid and cursive, with a large initial "D" and "M".

Dannel P. Malloy
Governor
State of Connecticut

Connecticut
still revolutionary



**Connecticut
Light & Power**



Northeast Utilities Companies

ON BEHALF OF CONNECTICUT LIGHT & POWER (CL&P) AND YANKEE GAS, we are pleased to provide you with the 2014 Connecticut Economic Review, a benchmark of the state's national standing on a variety of competitiveness and quality-of-life measures for the past year. As the state's largest providers of electric and natural gas services, it is our privilege to deliver the reliable energy and superior service that powers economic growth and a high quality-of-life for people in Connecticut.

This year's report continues to reflect the many benefits of living and doing business in our state. Connecticut residents still enjoy the highest per capita income in the nation. The report also affirms our state's leading role in innovation, research and development and the knowledge-based economy. Connecticut has a highly productive and educated workforce, especially in key technology areas, and ranks among the highest in the country in numerous quality-of-life categories.

All of us at CL&P and Yankee Gas remain committed to state initiatives including natural gas expansion, energy efficiency and emergency preparedness, which support the growth and vitality of Connecticut's businesses and communities. We look forward to continuing to work with our state and community partners for a successful 2014!

Sincerely,

William P. Herdegen, III
President and Chief Operating Officer
CL&P

Rodney O. Powell
President and Chief Operating Officer
Yankee Gas

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ECONOMIC OVERVIEW

► *Connecticut is a leader in a number of metrics and competitive advantages that make it a great place to start or grow a business.*

Snapshot



Population	3,595,963
Square Miles	4,842
Per Capita Income	\$59,867
Employment	1,628,028
Manufacturing Employment	165,206
Per Capita Exports	\$4,446
GSP per Capita	\$54,925
GSP per Manufacturing Worker	\$315,524

Connecticut National Rankings

Per Capita Income	1st
Healthy Residents	1st
Finance & Insurance Jobs	2nd
Production per Energy Unit	2nd
Advanced Degrees	3rd
Business R&D per Capita	4th
Total State Productivity	4th
Low Poverty Rate	5th
Scientists & Engineers	5th
Energy Efficiency	5th
Low Crime Rate	6th
Worldwide Productivity	7th
Venture Capital Deals	7th
Patents	8th
Technology & Science Capacity	9th
Manufacturing Productivity	9th

Location



Within 200 Miles of Hartford,
Connecticut's State Capital

- 40 million people (13% of U.S. total)
- 11 million people with Associate's degrees or higher
- 4 million residents with advanced degrees (18% of U.S. total)
- Average household income over \$83,000 (20% above U.S. average)
- 21 million jobs
- 2 million establishments
- A large share of the nation's best universities and corporations

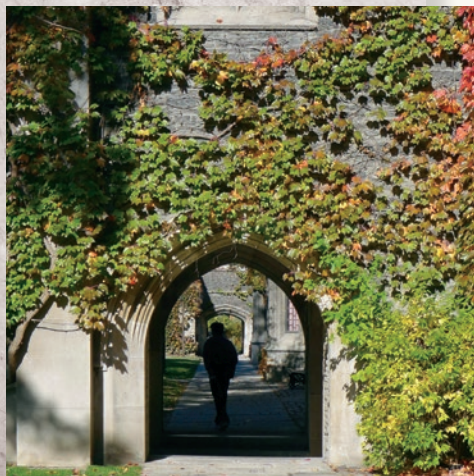
► *Connecticut offers easy access to both the Boston and New York metropolitan areas. With the U.S. Capital (Washington D.C.) and Canada within a day's drive, Connecticut is one of the best places for business in the world.*



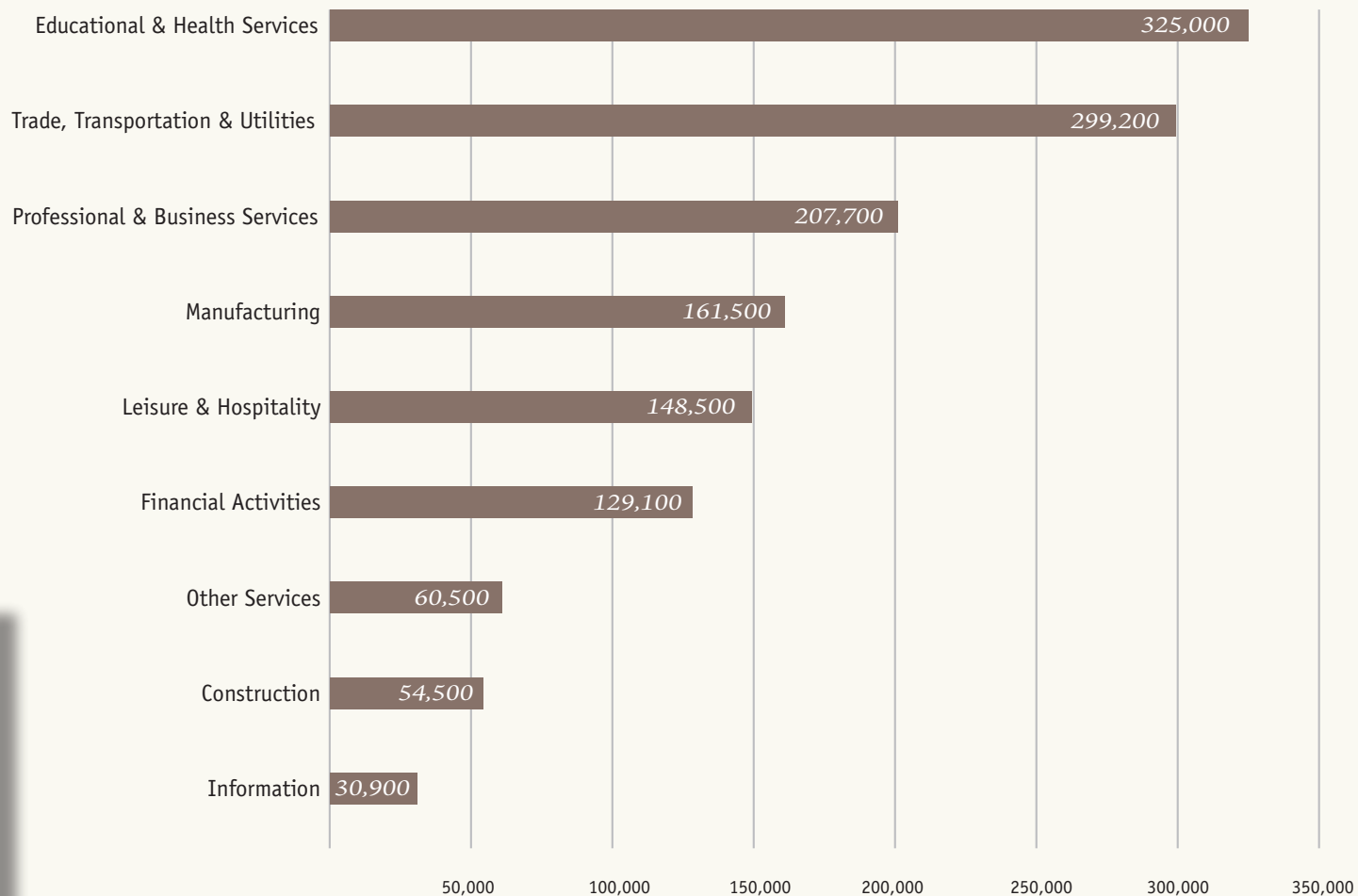
2014

ECONOMIC OVERVIEW

► *Connecticut has high concentrations of employment in Education, Health Services, Finance, and Advanced Manufacturing.*



Private Industry Employment



Source: CT Department of Labor, 2013

Key Economic Indicators

	2008	2009	2010	2011	2012
Population (Thousands)					
Connecticut	3,546	3,562	3,576	3,581	3,596
United States	304,094	306,772	309,330	311,592	314,349
GDP per Employee (\$)					
Manufacturing	179,387	178,796	187,804	193,174	201,153
Wholesale Trade	165,746	156,480	147,023	138,606	133,463
Information	241,847	248,492	274,164	287,832	313,891
Finance and Insurance	272,299	304,017	365,826	382,079	405,402
Professional, Scientific, and Technical Services	179,479	171,477	184,898	191,324	194,863
Management of Companies and Enterprises	208,028	206,680	202,372	210,229	215,548
Per Capita Personal Income (\$)					
Connecticut	56,959	52,900	55,427	57,902	59,687
United States	40,947	38,637	39,791	41,560	43,735
Unemployment Rate (%)					
Connecticut	5.6	8.2	9.3	8.9	8.3
United States	5.8	9.3	9.6	8.9	8.1
Manufactured Exports (Millions \$)					
Connecticut	15,384	13,979	16,033	16,212	15,866

Sources: Quarterly Census of Employment and Wages - EMSI 2013; Moody's Analytics; U.S. Bureau of Economic Analysis; CT Department of Labor; U.S. Bureau of Economic Analysis

2014 ECONOMIC OVERVIEW

► *Connecticut continues to be a productive economy with higher than average personal income and steady population growth.*



2014 ECONOMIC OVERVIEW

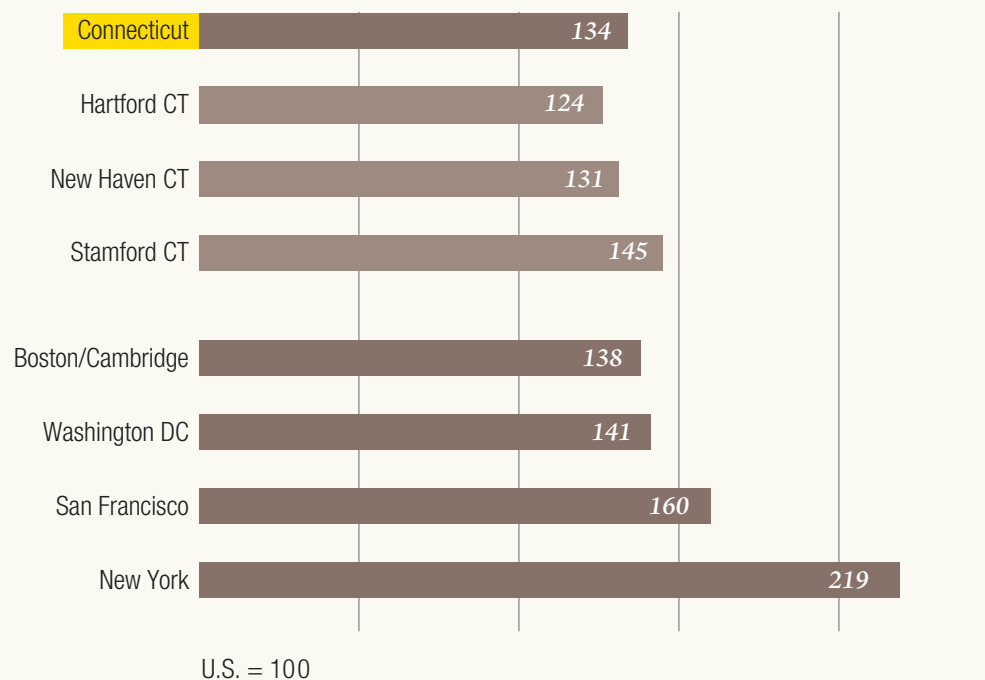
A map of the United States with states shaded in three colors: dark brown, medium brown, and light beige. Connecticut (CT) is highlighted in yellow. The states are labeled with their two-letter abbreviations.

State	Abbreviation	Color
Alaska	AK	Dark Brown
Alabama	AL	Light Beige
Alaska	AK	Dark Brown
Arizona	AZ	Light Beige
Arkansas	AR	Light Beige
California	CA	Dark Brown
Colorado	CO	Dark Brown
Connecticut	CT	Yellow
Delaware	DE	Dark Brown
Florida	FL	Dark Brown
Georgia	GA	Light Beige
Hawaii	HI	Dark Brown
Idaho	ID	Light Beige
Illinois	IL	Dark Brown
Indiana	IN	Light Beige
Iowa	IA	Light Beige
Kansas	KS	Medium Brown
Kentucky	KY	Light Beige
Louisiana	LA	Dark Brown
Maine	ME	Dark Brown
Massachusetts	MA	Dark Brown
Michigan	MI	Medium Brown
Minnesota	MN	Dark Brown
Mississippi	MS	Light Beige
Montana	MT	Light Beige
Nebraska	NE	Medium Brown
Nevada	NV	Light Beige
New Hampshire	NH	Dark Brown
New Jersey	NJ	Dark Brown
New Mexico	NM	Light Beige
New York	NY	Dark Brown
North Carolina	NC	Light Beige
North Dakota	ND	Dark Brown
Ohio	OH	Light Beige
Oklahoma	OK	Medium Brown
Oregon	OR	Light Beige
Pennsylvania	PA	Dark Brown
Rhode Island	RI	Dark Brown
South Carolina	SC	Light Beige
South Dakota	SD	Medium Brown
Tennessee	TN	Light Beige
Texas	TX	Dark Brown
Utah	UT	Light Beige
Vermont	VT	Dark Brown
Virginia	VA	Dark Brown
Washington	WA	Dark Brown
West Virginia	WV	Dark Brown
Wisconsin	WI	Medium Brown
Wyoming	WY	Dark Brown

Rank	State	Per Capita Income (\$)												
1	Connecticut	59,687	11	Minnesota	46,925	21	Vermont	44,545	31	Ohio	40,057	41	Arizona	36,243
2	Massachusetts	55,976	12	California	46,477	22	Delaware	44,224	32	Oregon	39,166	42	Alabama	35,926
3	New Jersey	54,987	13	Washington	46,045	23	Iowa	43,935	33	Missouri	39,133	43	New Mexico	35,682
4	North Dakota	54,871	14	Rhode Island	45,877	24	Kansas	43,015	34	Tennessee	38,752	44	Kentucky	35,643
5	Maryland	53,816	15	Illinois	45,832	25	Texas	42,638	35	Montana	38,555	45	Arkansas	35,437
6	New York	53,241	16	Colorado	45,775	26	Wisconsin	42,121	36	Michigan	38,291	46	Utah	35,430
7	Wyoming	50,567	17	South Dakota	45,381	27	Florida	41,012	37	Nevada	38,221	47	West Virginia	35,082
8	Alaska	49,436	18	Pennsylvania	45,083	28	Oklahoma	40,620	38	Indiana	38,119	48	South Carolina	35,056
9	New Hampshire	49,129	19	Nebraska	45,012	29	Maine	40,087	39	North Carolina	37,910	49	Idaho	34,481
10	Virginia	48,377	20	Hawaii	44,767	30	Louisiana	40,057	40	Georgia	37,449	50	Mississippi	33,657

Source: U.S. Bureau of Economic Analysis, 2012

Cost of Living



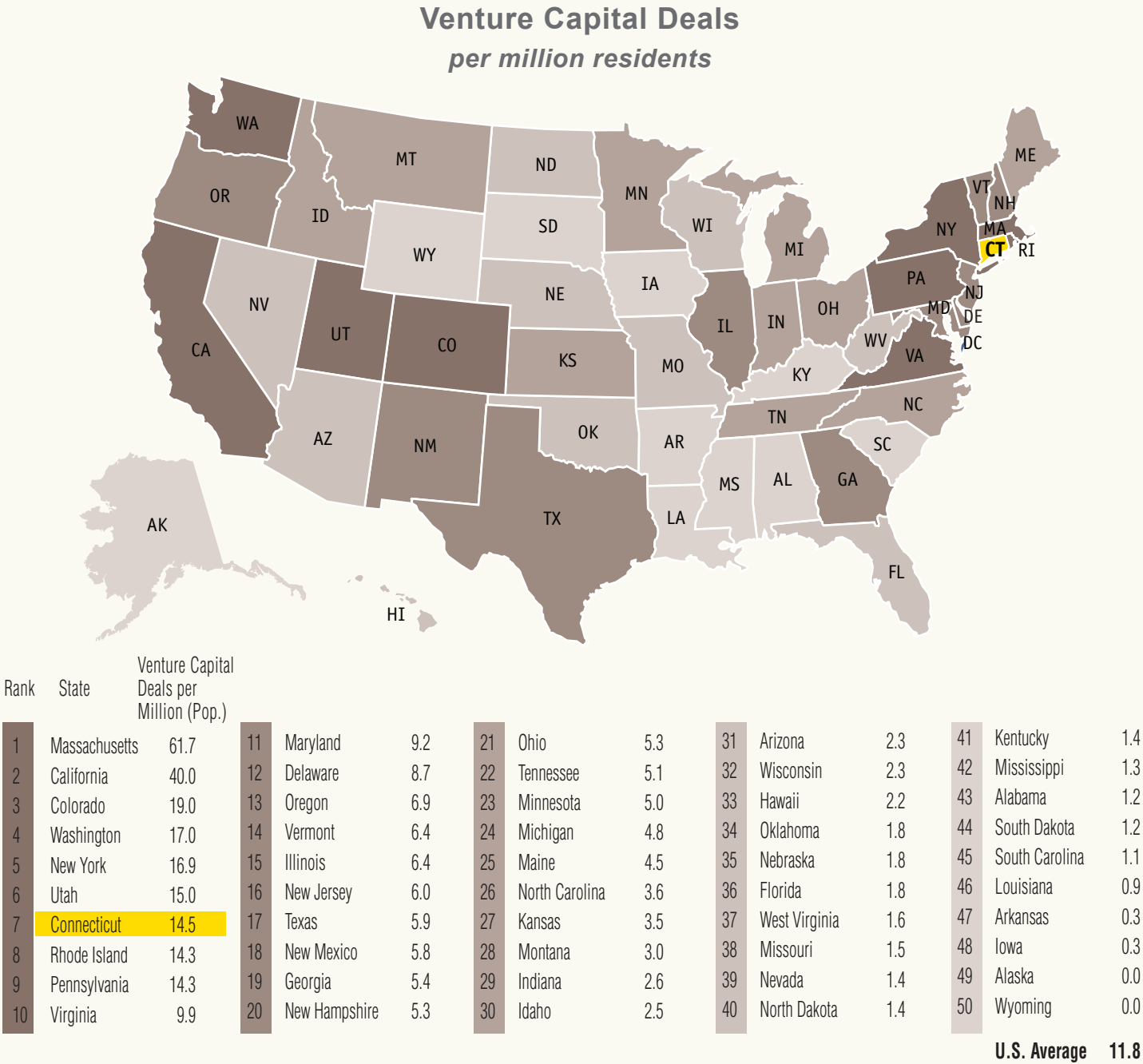
Source: c2er, second quarter of 2013

- Living in Connecticut can cost 8 to 43 percent less than New York or Boston.
- Connecticut home prices are 60 percent less than the New York City area.
- In the Stamford/Bridgeport area, housing costs are 50 percent of those in New York City.

► Connecticut and its metros have competitive costs compared to nearby metros and similar premier business locations.



► *Connecticut has innovative businesses that attract venture capital investments.*



Sources: SSTI from PricewaterhouseCoopers Moneytree Survey; U.S. Census Bureau; Calculations by CERC, 2012

U.S. Average 4.4

8

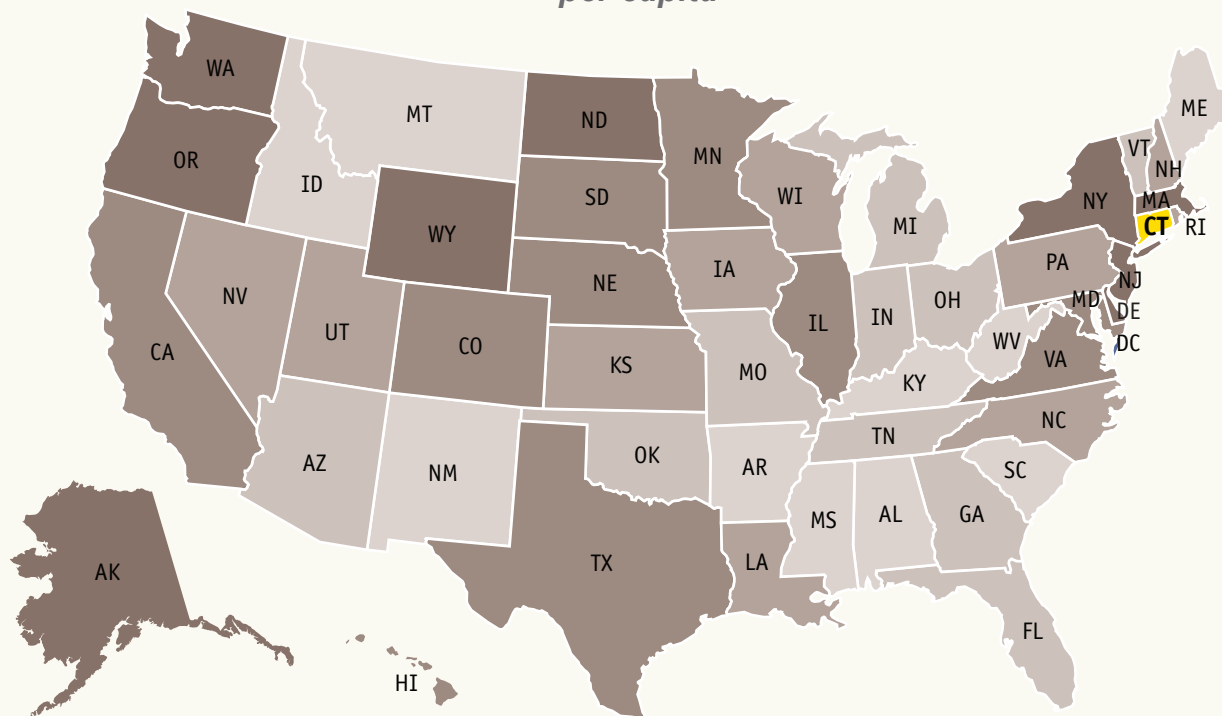


2014 EDUCATION & PRODUCTIVITY

► Connecticut's skilled workforce generates a gross state product per capita that is 28 percent above the national average.



Gross State Product per capita



Rank	State	GSP per Capita (\$)												
1	Delaware	61,183	11	Virginia	47,127	21	Louisiana	43,145	31	Indiana	39,065	41	Maine	34,597
2	Alaska	61,156	12	Minnesota	47,028	22	New Hampshire	42,958	32	Vermont	38,198	42	New Mexico	33,900
3	North Dakota	55,250	13	Maryland	46,720	23	Iowa	42,222	33	Georgia	37,702	43	Kentucky	33,519
4	Connecticut	54,925	14	Texas	46,498	24	Rhode Island	41,678	34	Ohio	37,690	44	Montana	33,204
5	Wyoming	54,305	15	Colorado	46,242	25	Kansas	41,070	35	Tennessee	37,254	45	Alabama	32,615
6	Massachusetts	53,221	16	Illinois	46,151	26	Nevada	41,029	36	Missouri	36,815	46	Idaho	31,945
7	New York	53,067	17	California	46,029	27	North Carolina	40,289	37	Oklahoma	36,252	47	South Carolina	31,881
8	New Jersey	49,430	18	Nebraska	44,943	28	Pennsylvania	40,063	38	Michigan	35,298	48	Arkansas	31,837
9	Oregon	48,069	19	Hawaii	44,442	29	Wisconsin	39,308	39	Arizona	35,195	49	West Virginia	30,389
10	Washington	47,146	20	South Dakota	43,181	30	Utah	39,158	40	Florida	34,802	50	Mississippi	28,944

U.S. Average 42,784

Source: U.S. Bureau of Economic Analysis, 2012

Gross Domestic Product *compared to the world*

1	Luxembourg	\$107,206	18	Belgium	\$43,686
2	Norway	99,462	19	New Hampshire	42,958
3	Switzerland	79,033	20	Iceland	41,739
4	Australia	67,723	21	Rhode Island	41,678
5	Denmark	56,202	22	Germany	41,513
6	Sweden	55,158	23	France	41,141
7	Connecticut	54,925	24	United Kingdom	38,589
8	Massachusetts	53,221	25	New Zealand	38,222
9	Canada	52,232	26	Vermont	38,198
10	Singapore	51,162	27	Hong Kong	36,667
11	United States	49,922	28	Maine	34,597
12	New England	49,519	29	Italy	33,115
13	Austria	47,083	30	Israel	31,296
14	Japan	46,736	31	Spain	29,289
15	Netherlands	46,142	32	Cyprus	26,389
16	Finland	46,098	33	Korea	23,113
17	Ireland	45,888	34	Greece	22,055

Sources: International Monetary Fund, World Economic Outlook Database, April 2013, in U.S. Dollars
New England state data from U.S. Bureau of Economic Analysis

2014 EDUCATION & PRODUCTIVITY

► *If Connecticut was a country, it would rank as the seventh most productive in the world.*

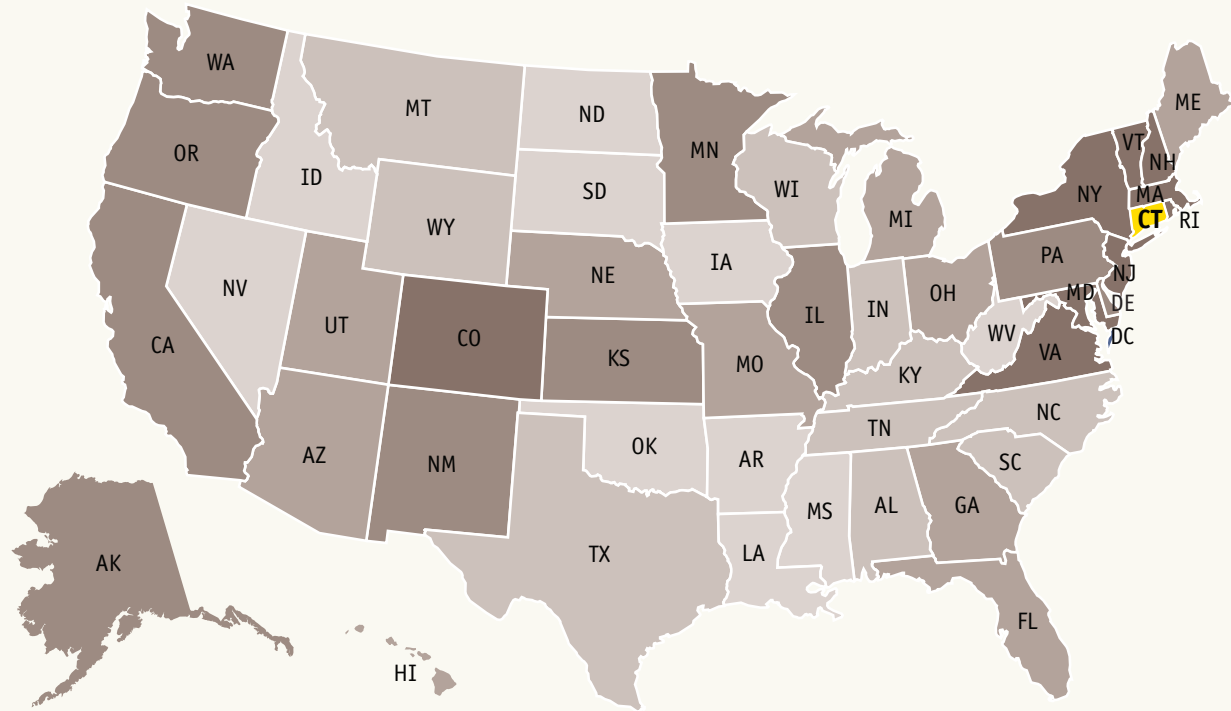


2014 EDUCATION & PRODUCTIVITY

A photograph of a large, historic stone building with multiple towers and spires, likely a university or cathedral, viewed from a grassy lawn. A person is standing in the foreground on the right.

Advanced Degrees

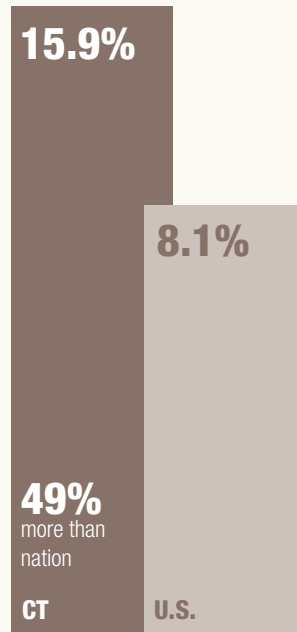
percentage of adult population with Master's, Professional or Doctoral degrees



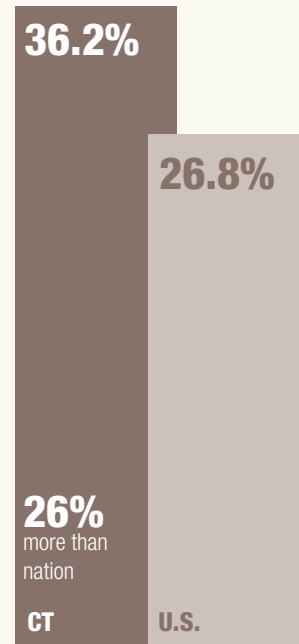
Rank	State	Score
1	Massachusetts	16.9
2	Maryland	16.6
3	Connecticut	15.9
4	Virginia	14.6
5	New York	14.2
6	Colorado	13.8
7	Vermont	13.6
8	New Jersey	13.5
9	New Hampshire	12.5
10	Rhode Island	12.4
11	Illionois	11.8
11	Delaware	11.5
11	Washington	11.4
14	California	11.1
14	New Mexico	11.1
16	Oregon	10.8
17	Kansas	10.6
17	Pennsylvania	10.6
19	Minnesota	10.5
19	Alaska	10.0
21	Georgia	10.0
21	Hawaii	10.0
23	Maine	10.0
24	Michigan	9.9
24	Utah	9.9
26	Arizona	9.7
26	Missouri	9.7
28	Florida	9.4
29	Nebraska	9.2
29	Ohio	9.2
31	North Carolina	9.1
32	Wisconsin	9.1
33	Montana	8.9
34	South Carolina	8.8
35	Texas	8.8
36	Kentucky	8.6
36	Tennessee	8.5
38	Alabama	8.3
38	Indiana	8.3
40	Wyoming	8.2
41	Iowa	8.1
41	South Dakota	8.0
43	Idaho	7.9
43	North Dakota	7.9
45	Oklahoma	7.8
46	Nevada	7.5
47	Mississippi	7.3
48	Louisiana	7.2
49	West Virginia	7.0
50	Arkansas	6.9
U.S. Average		10.7

Source: U.S. Census, American Community Survey, 2012 3-year estimates

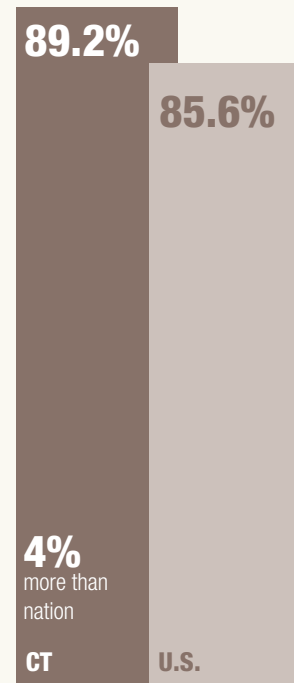
Educational Attainment



Advanced Degree
or more



Bachelor's Degree
or more



High School Graduate
or more

Source: U.S. Census, 2012

2014 EDUCATION & PRODUCTIVITY

► Connecticut has a workforce with the high levels of education needed to grow innovative businesses.



2014 EDUCATION & PRODUCTIVITY

► *Connecticut has a robust pipeline of skilled talent with more than 260,000 students attending 43 outstanding institutions of higher education.*

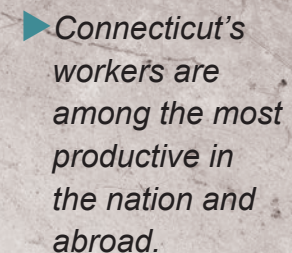


Colleges and University Enrollment

Institution	Enrollment		
University of Connecticut	34,120	Hartford Seminary	203
State Universities		Holy Apostles College and Seminary	561
Central Connecticut State University	15,153	Lyme Academy College of Fine Arts	83
Eastern Connecticut State University	6,648	Lincoln College of New England	1,964
Southern Connecticut State University	12,824	Lincoln Technical Institute	5,725
Western Connecticut State University	8,002	Mitchell College	1,036
Community Colleges		Paier College of Art Inc	217
Asnuntuck Community College	2,541	Post University	12,175
Capital Community College	6,594	Quinnipiac University	9,224
Charter Oak State College	2,637	Rensselaer Hartford Graduate Center Inc	431
Gateway Community College	10,744	Sacred Heart University	7,635
Housatonic Community College	8,808	Sanford-Brown College-Farmington	563
Manchester Community College	10,445	St Vincent's College	850
Middlesex Community College	4,441	Trinity College	2,594
Naugatuck Valley Community College	9,891	University of Bridgeport	5,816
Northwestern Connecticut Community College	2,319	University of Hartford	8,176
Norwalk Community College	9,156	University of New Haven	7,473
Quinebaug Valley Community College	3,074	University of Saint Joseph	3,228
Three Rivers Community College	6,794	Wesleyan University	3,507
Tunxis Community College	6,856	Yale University	13,022
Independent Institutions		Federal Institution	
Albertus Magnus College	2,532	United States Coast Guard Academy	1,045
Connecticut College	2,108	Total Enrollment	261,498
Fairfield University	5,810		
Goodwin College	4,473		

Source: Integrated Post-secondary Education Data System, National Center for Education Systems, 2012-2013

**BUSINESS
INNOVATION**



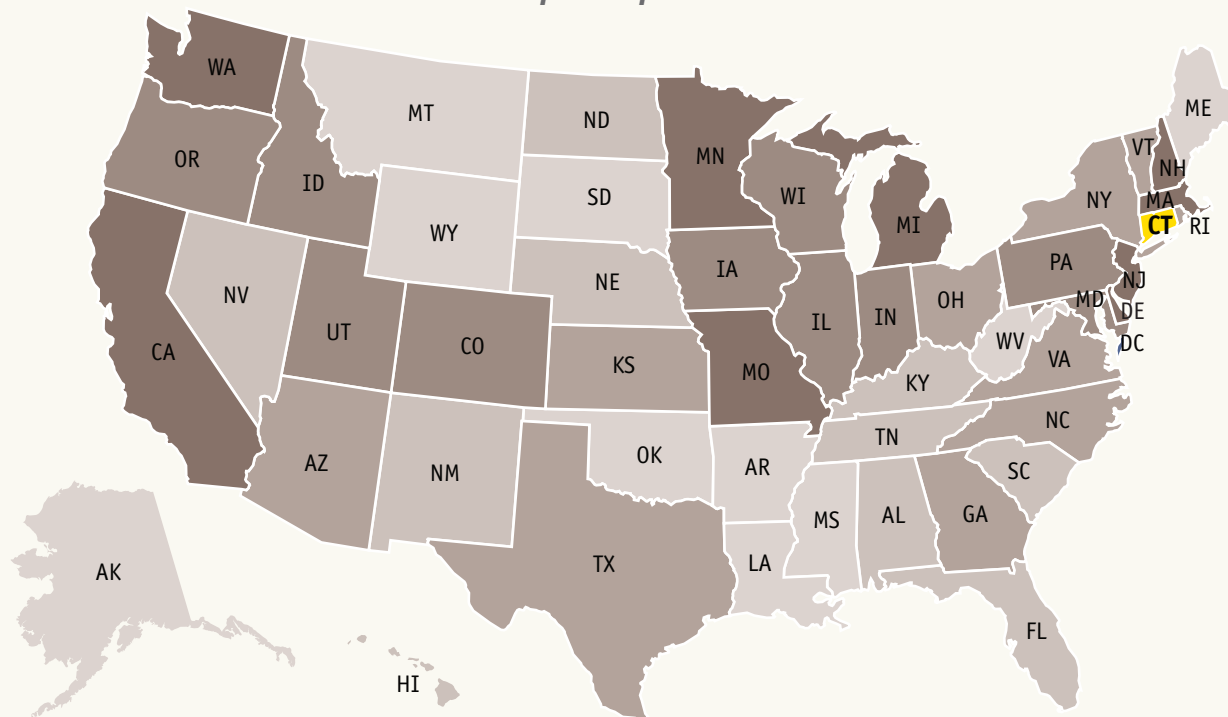
U.S. Average 100.0

14

▶ *R&D expenditures by Connecticut companies on a per person basis are twice the national average.*



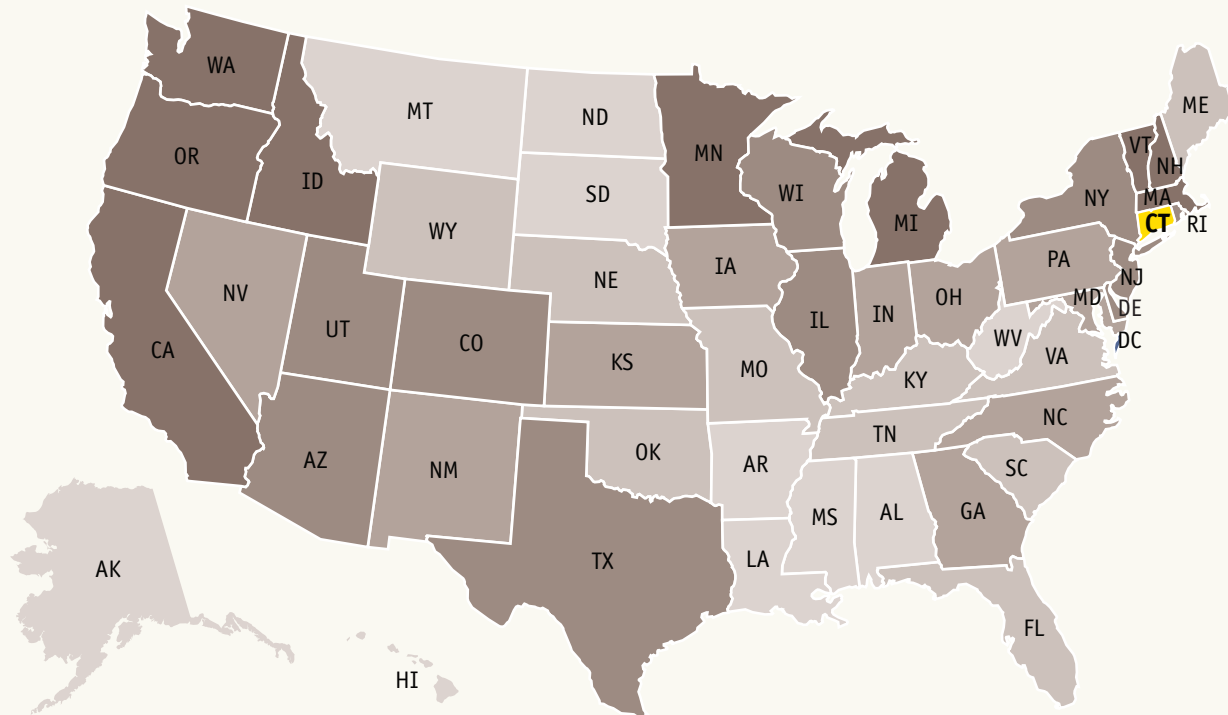
Industry Research and Development *per capita*

[illegible]

U.S. Average 918

Sources: National Science Foundation; U.S. Census Bureau; Calculations by CERC, 2012

Patents per 100,000 workers



► Patents issued to Connecticut's residents are 40 percent above the national average.

Rank	State	Patents per 100,000 Workers												
1	California	241.0	11	New Jersey	121.0	21	Kansas	81.6	31	Florida	59.9	41	South Dakota	31.8
2	Washington	209.3	12	Colorado	118.8	22	North Carolina	81.6	32	South Carolina	53.2	42	Montana	30.8
3	Massachusetts	189.1	13	Delaware	117.2	23	Ohio	81.1	33	Virginia	49.2	43	Alabama	25.7
4	Vermont	166.6	14	Utah	106.2	24	Nevada	77.0	34	Wyoming	44.7	44	Louisiana	23.2
5	Idaho	159.9	15	New York	98.6	25	Pennsylvania	69.1	35	Missouri	44.3	45	North Dakota	22.7
6	Minnesota	158.2	16	Arizona	95.8	26	Indiana	68.3	36	Tennessee	39.4	46	Hawaii	21.7
7	Oregon	152.0	17	Rhode Island	91.5	27	Maryland	67.6	37	Maine	38.5	47	Arkansas	20.5
8	Connecticut	142.0	18	Illinois	89.8	28	Georgia	63.2	38	Nebraska	35.5	48	West Virginia	18.9
9	New Hampshire	126.4	19	Wisconsin	84.0	29	Iowa	61.4	39	Kentucky	34.3	49	Alaska	14.6
10	Michigan	125.9	20	Texas	81.7	30	New Mexico	60.0	40	Oklahoma	32.7	50	Mississippi	14.6

U.S. Average 101.6

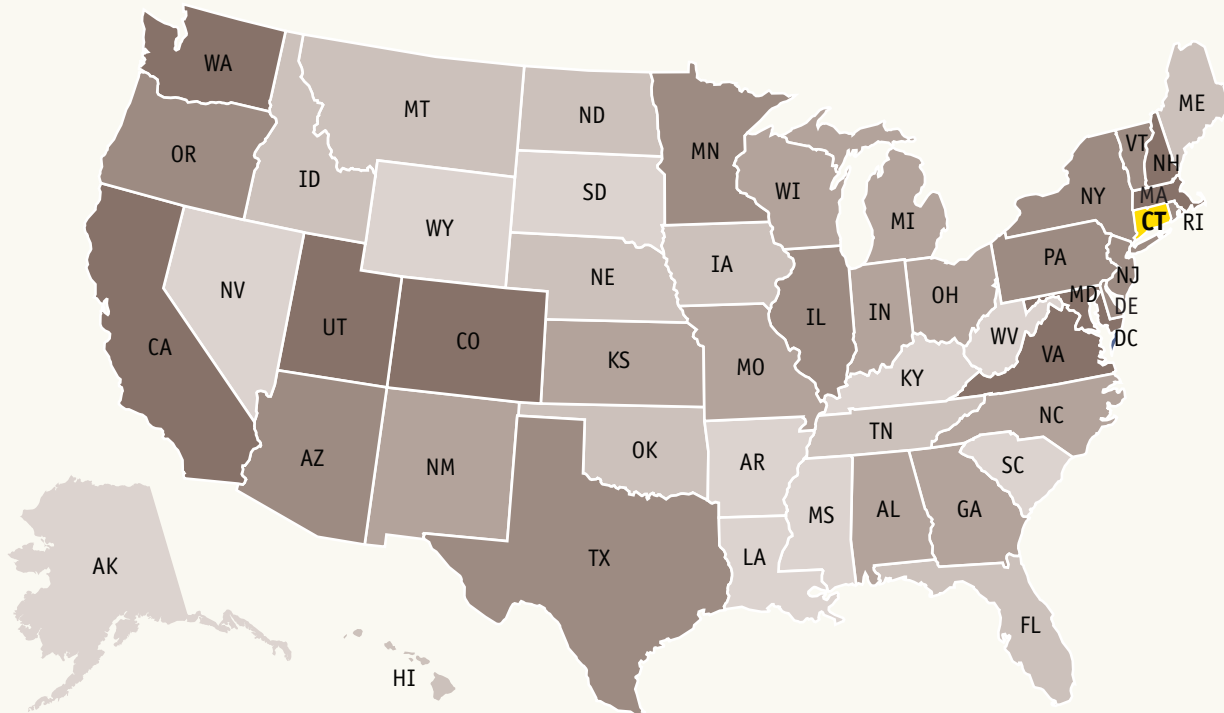
Sources: U.S. Patent and Trademark Office; U.S. Bureau of Labor Statistics; Calculations by CERC, 2012



Rank	State	Scientists & Engineers (%)												
1	Massachusetts	1,066	11	Vermont	526	21	New Hampshire	405	31	Maine	346	41	Alabama	291
2	Maryland	969	12	Hawaii	521	22	Idaho	387	32	Indiana	338	42	Mississippi	274
3	New Mexico	857	13	Colorado	503	23	Illinois	387	33	Wisconsin	337	43	Oklahoma	269
4	Delaware	787	14	New Jersey	500	24	Ohio	373	34	Iowa	323	44	Louisiana	263
5	Connecticut	601	15	Pennsylvania	492	25	Michigan	367	35	South Carolina	315	45	West Virginia	259
6	California	567	16	Oregon	476	26	North Dakota	366	36	Kansas	303	46	Kentucky	253
7	Virginia	539	17	North Carolina	468	27	Alaska	361	37	South Dakota	301	47	Wyoming	244
8	Washington	538	18	Minnesota	453	28	Texas	360	38	Arizona	300	48	Nevada	225
9	New York	536	19	Montana	433	29	Tennessee	354	39	Georgia	299	49	Florida	216
10	Rhode Island	530	20	Utah	423	30	Missouri	348	40	Nebraska	292	50	Arkansas	185

Source: National Science Foundation, 2012

Technology and Science Index



► According to the Milken Institute, Connecticut has the concentration of factors to grow high-tech companies.



Rank	State	Score									
1	Massachusetts	86.4	11	Pennsylvania	64.2	21	North Carolina	57.8	31	Iowa	47.3
2	Maryland	79.4	12	Minnesota	63.4	22	New Mexico	56.6	32	North Dakota	46.8
3	California	75.7	13	New York	62.9	23	Michigan	55.0	33	Nebraska	45.4
4	Colorado	75.1	14	Vermont	62.4	24	Kansas	53.6	34	Idaho	44.7
5	Washington	71.9	15	New Jersey	62.1	25	Wisconsin	53.1	35	Tennessee	44.4
6	Virginia	71.2	16	Arizona	61.6	26	Georgia	51.5	36	Hawaii	44.2
7	Utah	69.8	17	Rhode Island	61.2	27	Indiana	50.6	37	Montana	43.2
8	Delaware	69.2	18	Illinois	60.8	28	Ohio	49.1	38	Florida	42.2
9	Connecticut	68.5	19	Texas	59.9	29	Missouri	48.9	39	Maine	40.7
10	New Hampshire	66.1	20	Oregon	57.8	30	Alabama	48.6	40	Oklahoma	39.9
									41	Alaska	38.7
									42	South Dakota	37.8
									43	South Carolina	37.1
									44	Louisiana	35.6
									45	Kentucky	32.4
									46	Wyoming	32.2
									47	Nevada	30.8
									48	West Virginia	30.6
									49	Arkansas	28.3
									50	Mississippi	26.1

U.S. Average 52.9

Source: Milken Institute, 2012

2014 INTERNATIONAL BUSINESS HUB

► *Ease of global travel and freight movement from Connecticut makes it a perfect location for international trade.*



Global Connections

Strategic Location

- Connecticut's strategic link to New York City and Boston provides excellent access to European and Canadian markets.
- Exports by Connecticut companies totaled more than \$16 billion in 2012, giving it a per capita ranking of 18th nationally.
- Approximately 40 percent of exports went to Canada and Europe.
- In New England, 80 percent of the transportation equipment exports are made in Connecticut, representing more than \$7 billion.

International Appeal

- Foreign-based corporations in Connecticut employ more than 102,000 people.
- Connecticut has proven to be an attractive location for international employers, ranking the state 18th in the United States in the number of employees of U.S. subsidiaries and 4th in per capita jobs.
- The relative portion of jobs in the state supplied by U.S. subsidiaries remains significant, providing the livelihood for more than 7 percent of Connecticut's private sector workforce.

Convenient Air Travel

- Bradley International Airport, Connecticut's largest commercial airport located just north of the capital city of Hartford, was used by more than 5.2 million passengers in 2012.
- Bradley ranks 55th among the U.S. airports in the number of passengers and 35th in tonnage of freight.
- Bradley serves both the business and leisure traveler with flights to major U.S. markets as well as Canada and San Juan, Puerto Rico.
- Connecting flights are readily available to Europe and worldwide locations for travelers who want the convenience of a user-friendly international airport.

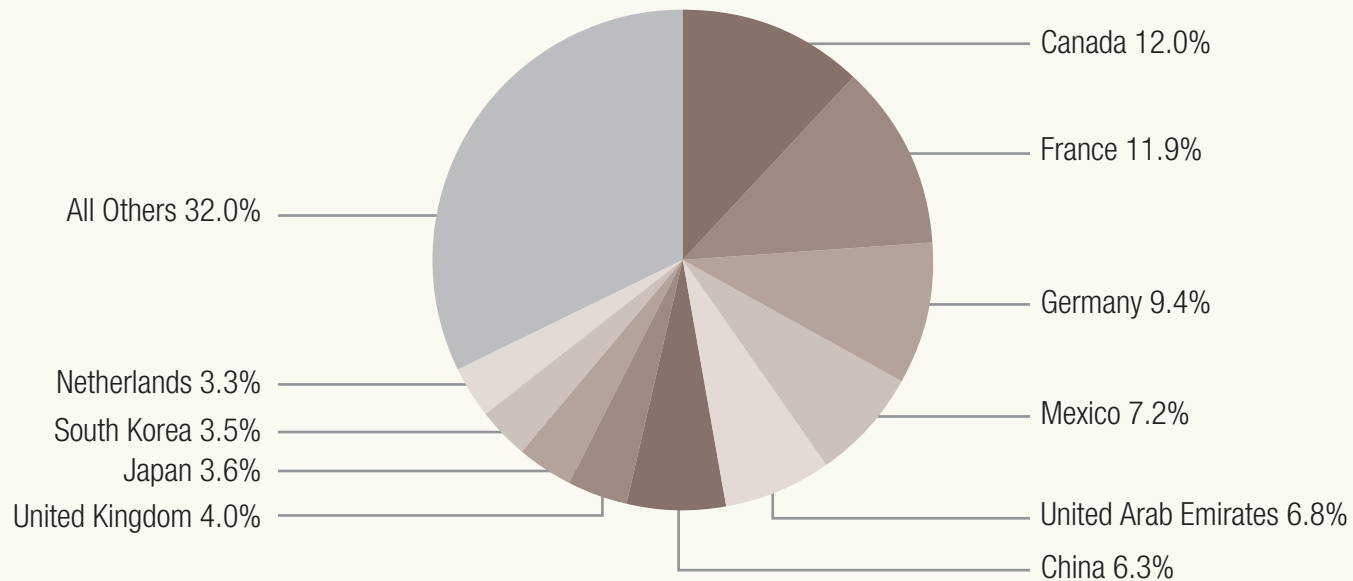
Established Logistics Infrastructure

- Connecticut serves world markets through five seaports: New London, New Haven, Bridgeport, Stamford and Norwalk.
- Together these ports handle approximately 13 million short tons of freight.
- Rail service is available across much of the state, and 7.5 million tons of cargo is carried by rail in Connecticut.
- Passenger rail service provides easy access to New York City and Boston. Train ridership was approximately 39 million passengers in 2012.

Sources: U.S. Army Corps of Engineers, Organization for International Investment, Bradley International Airport, U.S. Bureau of Economic Analysis, U.S. Census Bureau, CT Department of Transportation

Major Trading Partners

Rank	Country	Exports (Millions \$)
1	Canada	1,916
2	France	1,907
3	Germany	1,497
4	Mexico	1,141
5	United Arab Emirates	1,089
6	China	1,011
7	United Kingdom	636
8	Japan	574
9	South Korea	551
10	Netherlands	517
	All Others	5,124
	Total	15,962



Source: U.S. Department of Commerce, Office of Trade And Industry Information (OTII), 2012

► Fifty percent of Connecticut exports go to seven countries, with more than one-third to Europe and 10 percent to China and Japan.



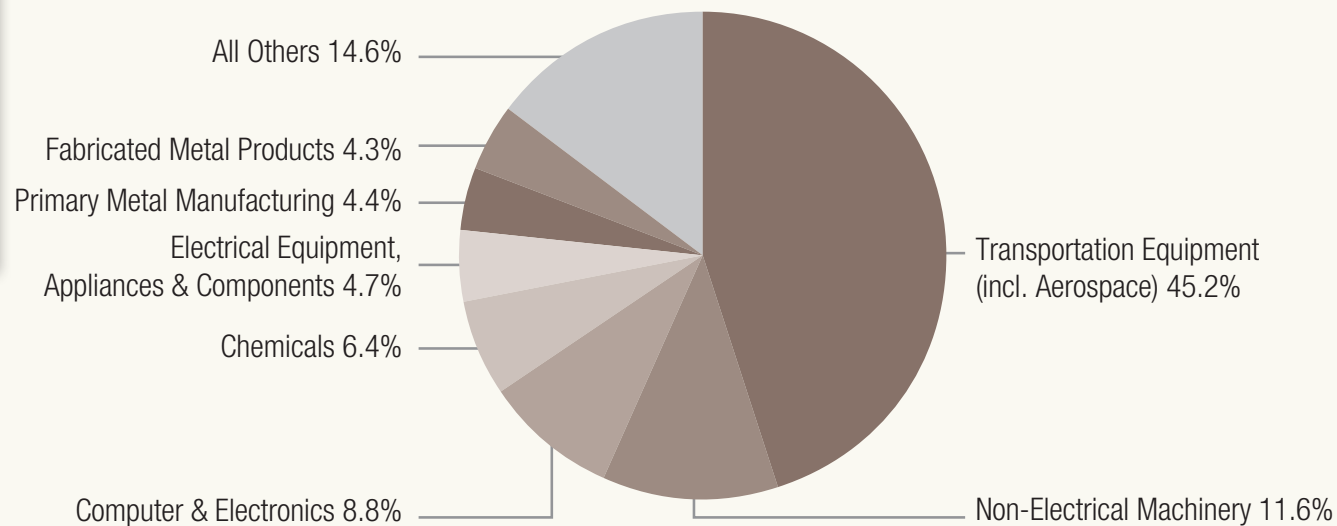
INTERNATIONAL BUSINESS HUB

► Connecticut's strengths in Transportation Equipment and Aerospace account for 45 percent of total exports.



Exports by Industry

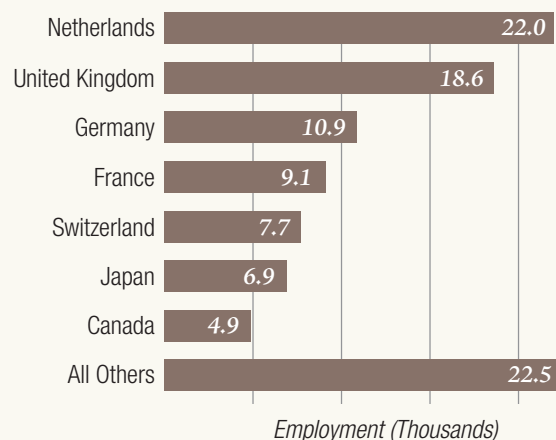
Rank	Industry	Exports (Millions \$)
1	Transportation Equipment (incl. Aerospace)	7,220
2	Non-Electrical Machinery	1,845
3	Computer & Electronics	1,409
4	Chemicals	1,026
5	Electrical Equip., Appliances & Components	753
6	Primary Metal Mfg.	704
7	Fabricated Metal Products	681
	All Others	2,324
	Total (All Commodities)	15,962



Source: U.S. Department of Commerce, Office of Trade and Industry Information, 2012

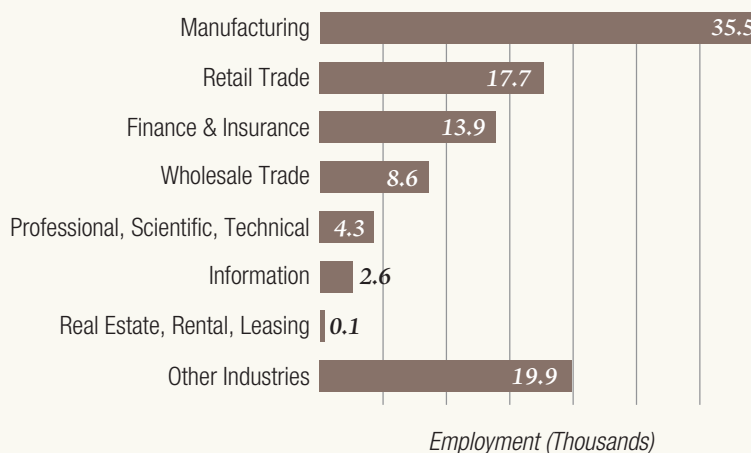
Foreign Direct Investment

by country



Source: U.S. Bureau of Economic Analysis, 2011

by industry

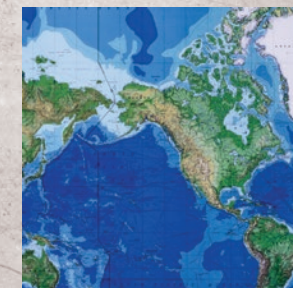


Selected U.S. Subsidiaries of Global Companies in Connecticut

ABB Inc.	BOSCH	Hanson North America	Reed Elsevier	TOTAL Holdings USA
ACE INA Holdings Inc.	BP	Honda North America	Research in Motion	Toyota Motor North America
AEGON USA	Bridgestone Americas	HSBC North America	Rexam	Tyco International
Ahold USA	BT Group	ING America	Rio Tinto America	UBS
Alcatel-Lucent	Covidien	InterContinental Hotels	Roche	Unilever
ALSTOM	Credit Suisse Securities	John Hancock Financial Services	Sanofi US	Vodafone
AMEC	Diageo Inc.	Nestlé USA Inc.	Siemens	Volkswagen of America
AREVA Inc.	Ericsson	Oldcastle Inc.	Societe Generale	Volvo Group North America
BAE Systems	Evonik Degussa	Panasonic Corp.	Sodexo	Westfield LLC
Balfour Beatty	Fuji Film	Pearson	Swiss Re America	WPP Group USA
BIC Corp.	GDF Suez Energy	Philips Electronics North	The Tata Group	XL Global Services
Boehringer Ingelheim	GKN America Corp.	Randstad	Thomson Reuters	Zurich Insurance Group
Bombardier	GlaxoSmithKline		T-Mobile USA	

Source: Organization for International Investment, 2012

► *Foreign-controlled companies employ 102,600 Connecticut workers. Major sources of foreign investment in Connecticut include the Netherlands, the United Kingdom, Germany, and France.*



2014

QUALITY OF LIFE

► *With its educational opportunities, healthy residents, abundant cultural activities, and open space, Connecticut is desirable for businesses and families.*

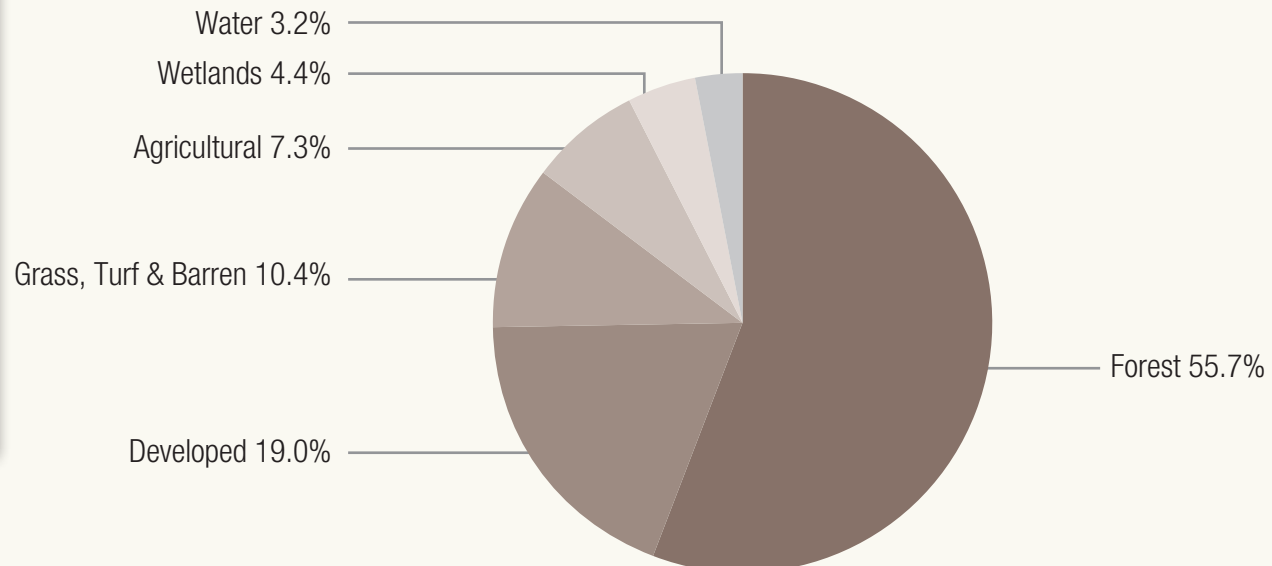
Lifestyle Indicators

CT Rank

- 3rd** Highest median family income
- 4th** Lowest percent of adults who smoke
- 5th** Lowest obesity rate
- 6th** Most doctors per capita
- 6th** Lowest rate of property crime
- 7th** Highest rate of books in public libraries
- 7th** Lowest infant mortality rate
- 7th** Most residents with health insurance

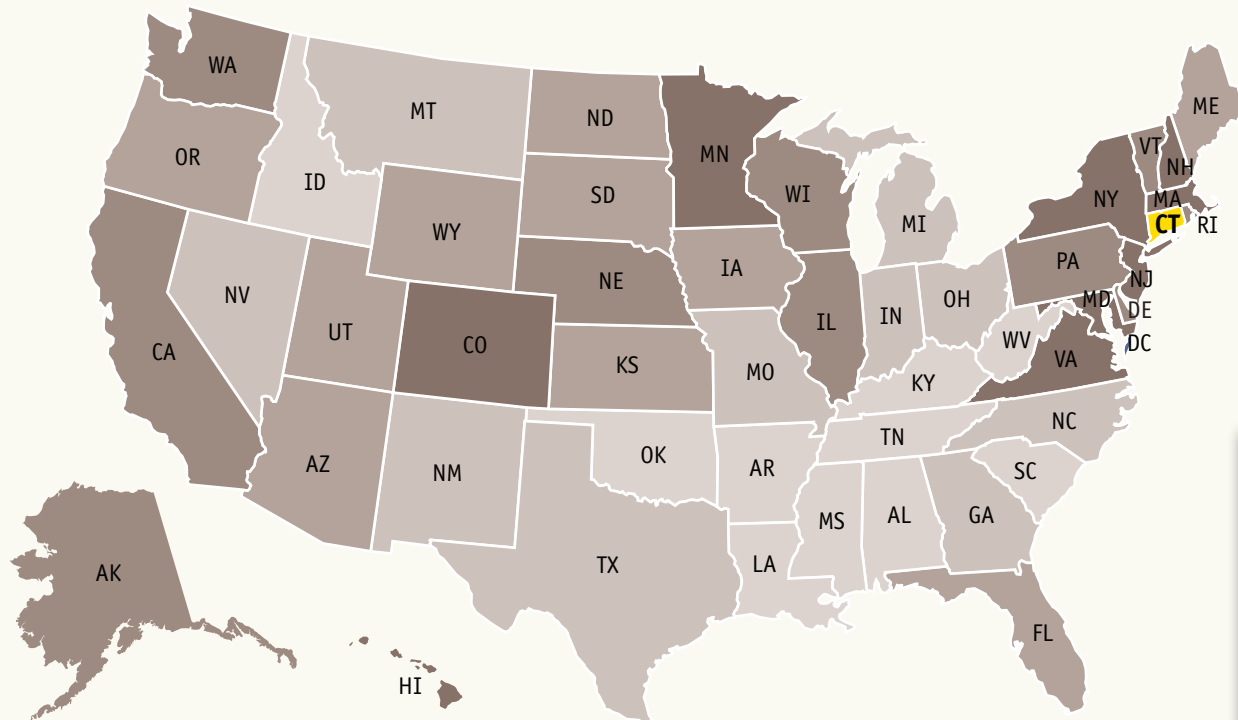
Source: CQ State Rankings, 2013

Land Use



Source: University of Connecticut Center for Land Use Education and Research, 2012

Health Index



► *Connecticut residents are the healthiest in the nation.*



Rank	State	Score												
1	Connecticut	6.17	11	California	5.40	21	Iowa	5.03	31	Michigan	4.76	41	Idaho	4.50
2	Massachusetts	6.16	12	Washington	5.40	22	Utah	5.03	32	Ohio	4.71	42	South Carolina	4.35
3	New Jersey	6.12	13	Rhode Island	5.38	23	Kansas	4.96	33	Texas	4.65	43	Tennessee	4.22
4	Maryland	5.94	14	Vermont	5.31	24	Maine	4.93	34	Nevada	4.63	44	Oklahoma	4.14
5	New Hampshire	5.73	15	Illinois	5.31	25	North Dakota	4.90	35	Georgia	4.62	45	Louisiana	4.12
6	Minnesota	5.69	16	Delaware	5.22	26	Arizona	4.89	36	Missouri	4.60	46	Alabama	4.04
7	New York	5.66	17	Wisconsin	5.16	27	Oregon	4.86	37	North Carolina	4.57	47	Kentucky	4.02
8	Colorado	5.53	18	Nebraska	5.11	28	Wyoming	4.83	38	Indiana	4.56	48	West Virginia	3.95
9	Hawaii	5.53	19	Pennsylvania	5.07	29	Florida	4.82	39	Montana	4.54	49	Arkansas	3.91
10	Virginia	5.47	20	Alaska	5.06	30	South Dakota	4.79	40	New Mexico	4.52	50	Mississippi	3.81

U.S. Average 5.03

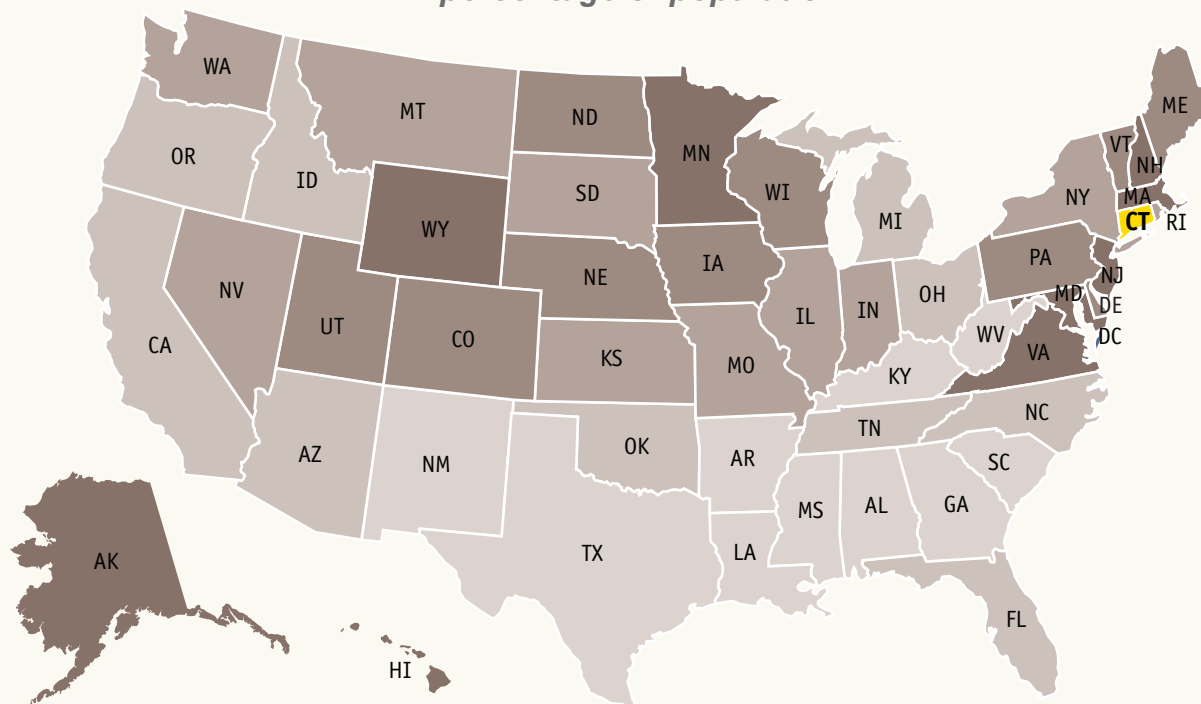
Source: Measure of America, 2013-2014

2014 QUALITY OF LIFE

► Connecticut's poverty rate is 34 percent below the national average.



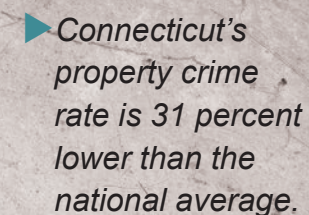
Poverty Rate percentage of population



Rank	State	Poverty (%)	Rank	State	Poverty (%)	Rank	State	Poverty (%)	Rank	State	Poverty (%)	
1	New Hampshire	8.4	11	Delaware	11.7	21	Washington	13.3	31	Idaho	15.3	
2	Maryland	9.7	12	Vermont	11.8	22	Rhode Island	13.5	32	California	15.5	
3	Alaska	9.8	13	North Dakota	12.4	23	Kansas	13.6	33	Ohio	15.8	
4	New Jersey	10.0	14	Iowa	12.4	24	South Dakota	14.0	34	Oregon	15.8	
5	Connecticut	10.1	15	Utah	12.7	25	Illinois	14.0	35	Florida	16.1	
6	Wyoming	10.8	16	Nebraska	12.7	26	Nevada	14.5	36	Michigan	16.7	
7	Hawaii	11.1	17	Wisconsin	12.9	27	Montana	14.9	37	Oklahoma	16.8	
8	Virginia	11.1	18	Maine	13.0	28	New York	15.1	38	North Carolina	17.2	
9	Massachusetts	11.2	19	Colorado	13.2	29	Indiana	15.2	39	Arizona	17.6	
10	Minnesota	11.6	20	Pennsylvania	13.2	30	Missouri	15.2	40	Tennessee	17.7	
											U.S. Average	15.2

Sources: U.S. Census; CQ Press, State Rankings, 2013

2014 QUALITY OF LIFE



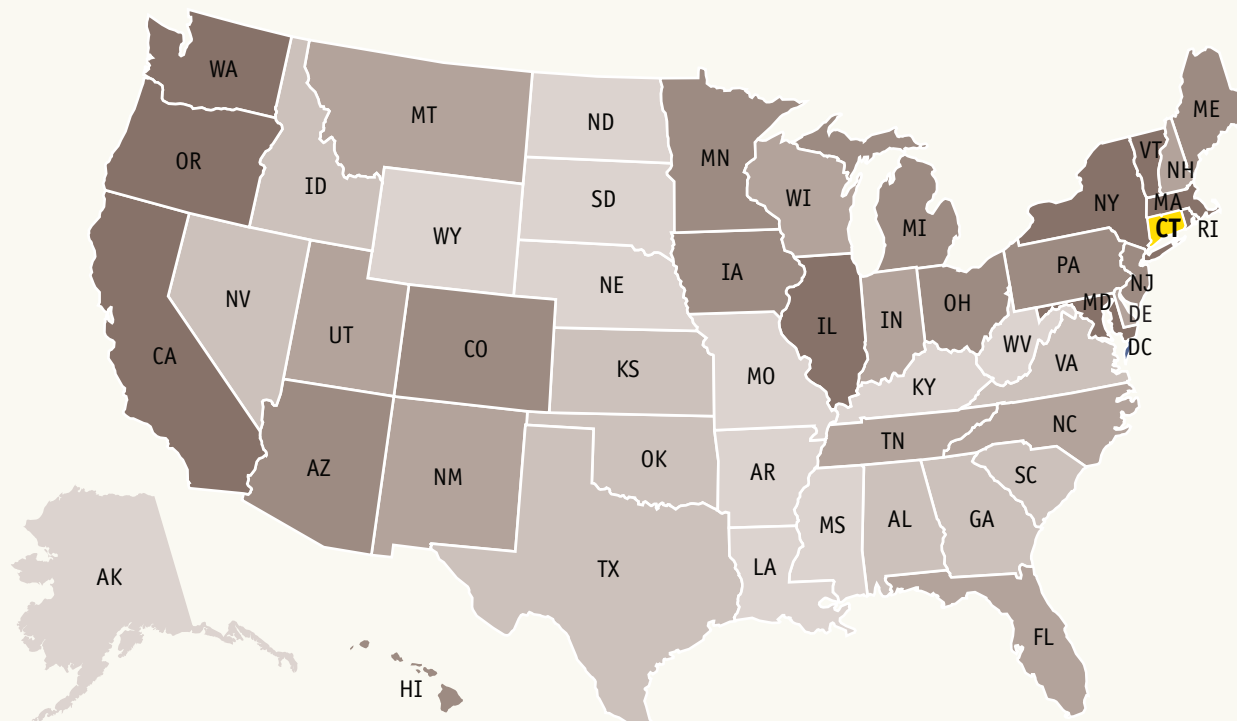
U.S. Average 2,845

A close-up photograph of a red emergency light mounted on the roof of a white police car. The light is a large, rectangular, red lens with a black frame. It is mounted on a black metal bracket. In the background, several police officers in dark uniforms and helmets are visible, standing near the car. The scene is outdoors, and the lighting is bright, suggesting daytime.

► *Connecticut offers generous energy efficiency incentives, and our businesses and residents are among the most efficient in the nation.*



Energy Efficiency Score

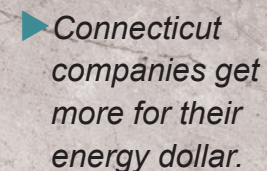


Rank	State	Score	Rank	State	Score	Rank	State	Score	Rank	State	Score	Rank	State	Score
1	Massachusetts	42.0	11	Minnesota	25.5	21	New Hampshire	20.0	31	Idaho	13.5	39	Kentucky	11.5
2	California	41.0	12	New Jersey	24.5	22	Delaware	18.5	33	Georgia	13.0	43	Missouri	10.5
3	New York	38.0	12	Arizona	24.5	23	Wisconsin	18.0	33	Texas	13.0	44	Louisiana	9.5
4	Oregon	37.0	12	Michigan	24.5	24	New Mexico	17.5	33	Nevada	13.0	44	Nebraska	9.5
5	Connecticut	36.0	12	Iowa	24.5	24	North Carolina	17.5	36	Virginia	12.5	46	West Virginia	9.0
6	Rhode Island	35.5	16	Maine	23.0	24	Utah	17.5	37	Oklahoma	12.0	47	Mississippi	8.0
7	Vermont	34.5	16	Colorado	23.0	27	Indiana	15.5	37	Alaska	12.0	47	Alaska	8.0
8	Washington	33.5	18	Ohio	22.5	27	Florida	15.5	39	Kansas	11.5	47	South Dakota	8.0
9	Maryland	27.5	19	Pennsylvania	22.0	29	Montana	15.0	39	Alabama	11.5	50	Wyoming	5.5
10	Illinois	26.0	20	Hawaii	20.5	31	Tennessee	13.5	39	South Carolina	11.5	51	North Dakota	3.5

U.S. Average 19.2

Source: American Council for an Energy Efficient Economy (ACEEE), 2013 State Energy Efficiency Scorecard

2014 ENERGY AND INFRASTRUCTURE



U.S. Average 7.0

28

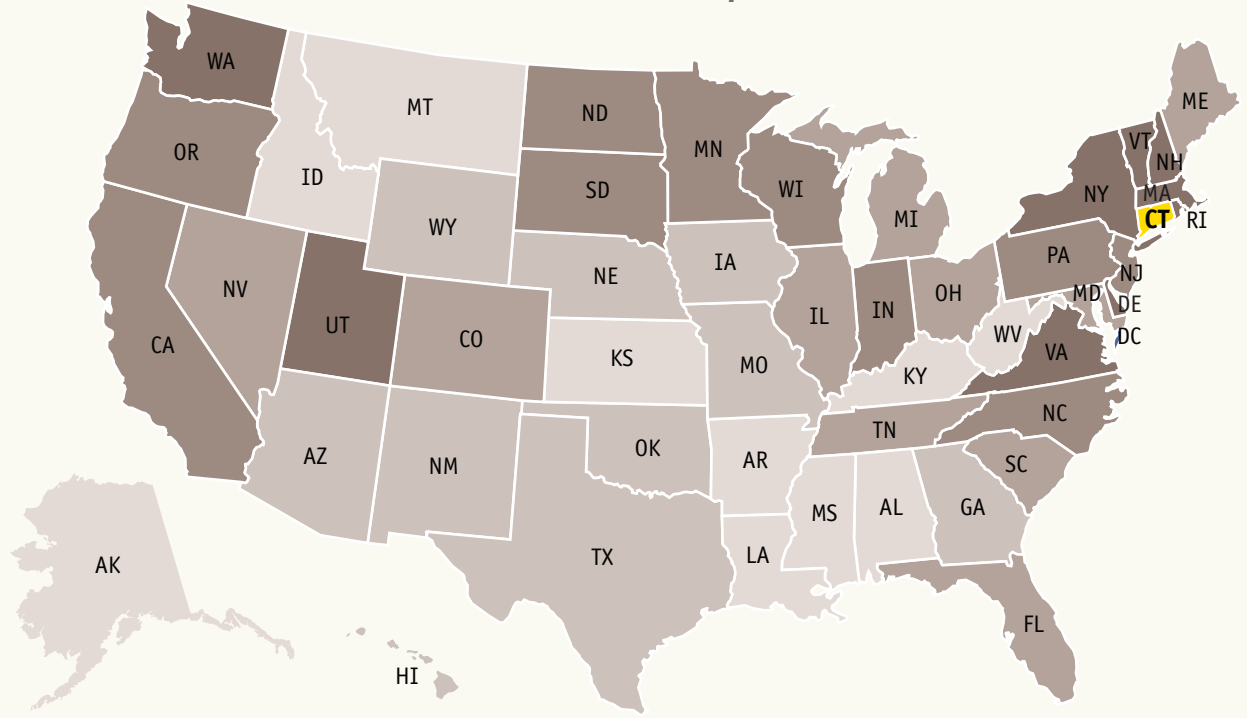


2014 ENERGY AND INFRASTRUCTURE

► Greater bandwidth allows Connecticut businesses fast transmission of data, which is critical for success.



Internet Speeds fastest available Mbps



Rank	State	Mbps	Rank	State	Mbps	Rank	State	Mbps	Rank	State	Mbps	Rank	State	Mbps
1	Delaware	10.9	11	Pennsylvania	8.1	21	Michigan	7.3	31	Georgia	6.5	41	Montana	5.6
2	New Hampshire	10.4	12	Indiana	8.0	22	Maryland	7.3	32	Oklahoma	6.4	42	Kansas	5.5
3	Vermont	10.4	13	Oregon	7.9	23	South Carolina	7.2	33	Texas	6.4	43	Mississippi	5.4
4	Rhode Island	9.1	14	New Jersey	7.8	24	Tennessee	7.1	34	Iowa	6.2	44	West Virginia	5.4
5	Massachusetts	9.1	15	California	7.7	25	Colorado	7.1	35	Nebraska	6.2	45	Louisiana	5.0
6	Connecticut	9.1	16	Minnesota	7.5	26	Nevada	7.0	36	New Mexico	6.2	46	Alaska	5.0
7	Utah	9.1	17	South Dakota	7.5	27	Maine	6.8	37	Wyoming	6.1	47	Idaho	4.7
8	Washington	8.5	18	Wisconsin	7.4	28	Illinois	6.7	38	Arizona	6.0	48	Kentucky	4.2
9	Virginia	8.4	19	North Carolina	7.4	29	Ohio	6.5	39	Missouri	5.9	49	Alabama	3.7
10	New York	8.3	20	North Dakota	7.4	30	Florida	6.5	40	Hawaii	5.7	50	Arkansas	3.7

U.S. Average 7.0

Source: State Tech Magazine, February 2013

Outstanding Corporate Citizens

Fortune 1000 Companies

Rank	Company	City	Industry	Employees
8	General Electric	Fairfield	Other Electronic Component Manufacturing	1,100
50	United Technologies	Hartford	Search Detection & Navigation Instruments	550
84	Aetna	Hartford	Insurance Agencies & Brokerages	4,000
103	Cigna	Bloomfield	Direct Health & Medical Insurance Carriers	4,000
112	Hartford Financial Svc Group	Hartford	Insurance Agencies & Brokerages	5,000
131	Xerox Corp	Norwalk	Other Commercial & Service Machinery Mfg	400
241	Praxair*	Danbury	Industrial Gas Manufacturing	400
245	Stanley Black & Decker	New Britain	Hardware Manufacturing	450
340	Charter Communications	Stamford	All Other Telecommunications	700
351	Terex	Westport	Construction Machinery Manufacturing	200
399	EMCOR Group	Norwalk	Electrical Contr & Other Wiring Installation Contr	103
400	Starwood Hotels & Resorts	Stamford	Hotels (Except Casino Hotels) & Motels	800
402	Northeast Utilities	Berlin	Energy Distribution and Transmission	1,200
438	W R Berkley	Greenwich	Direct Property & Casualty Insurance Carriers	94
473	Priceline.com	Norwalk	Travel Agencies	375
489	Pitney Bowes	Stamford	Office Equipment Merchant Wholesalers	1,000
492	Frontier Communications	Stamford	All Other Telecommunications	200
543	Harman International Ind	Stamford	Audio & Video Equipment Manufacturing	80
546	Northern Tier Energy LP	Ridgefield	Petroleum Refineries	19
552	Amphenol Corp*	Wallingford	Fiber Optic Cable Manufacturing	75
569	United Rentals	Stamford	General Rental Centers	120
632	Silgan Holdings	Stamford	Metal Can Manufacturing	16
675	Magellan Health Svc	Avon	All Other Misc Ambulatory Health Care Services	50
705	Hubbell	Shelton	Residential Electric Lighting Fixture Mfg	300
786	Crane	Stamford	Fluid Power Valve & Hose Fitting Manufacturing	50
909	Knights of Columbus	New Haven	Civil & Social Organizations	700

* denotes a Forbes Most Innovative Company, 2013

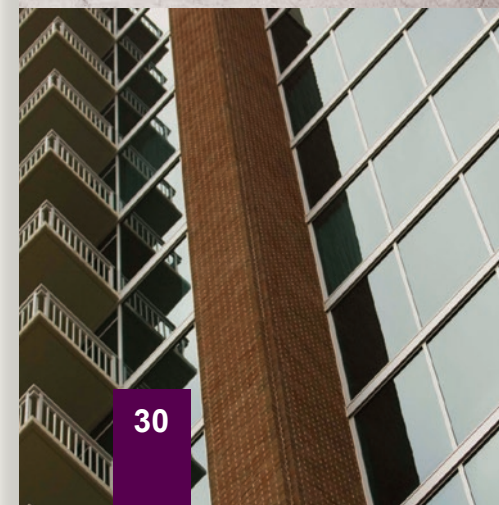
Other Major Employers

Company	City	Industry	Employees
Foxwoods Resort Casino	Mashantucket	Other Gambling Industries	10,500
Yale University	New Haven	Colleges, Universities & Professional Schools	9,000
Immucor	Stamford	Medical, Dental/Hospital Equip/Supls Mrchnt Whlsrs	7,200
Mohegan Sun	Uncasville	Other Gambling Industries	6,000
UConn Health Center	Farmington	Colleges, Universities & Professional Schools	6,000
Yale New Haven Health System	New Haven	Freestanding Ambulatory Surgical & Emergency Ctrs	5,000
Danbury Hospital	Danbury	General Medical & Surgical Hospitals	4,000
Mass Mutual Financial Group	Enfield	Insurance Agencies & Brokerages	4,000
Ceci Brothers Inc	Greenwich	Landscaping Services	3,800

Sources: Forbes, Fortune, CT Department of Labor, 2013

► *Headquarters of 17 Fortune 500 firms are located in the state.*

► *Connecticut's major private sector employers include manufacturers, financial services firms, educational institutions and entertainment venues.*

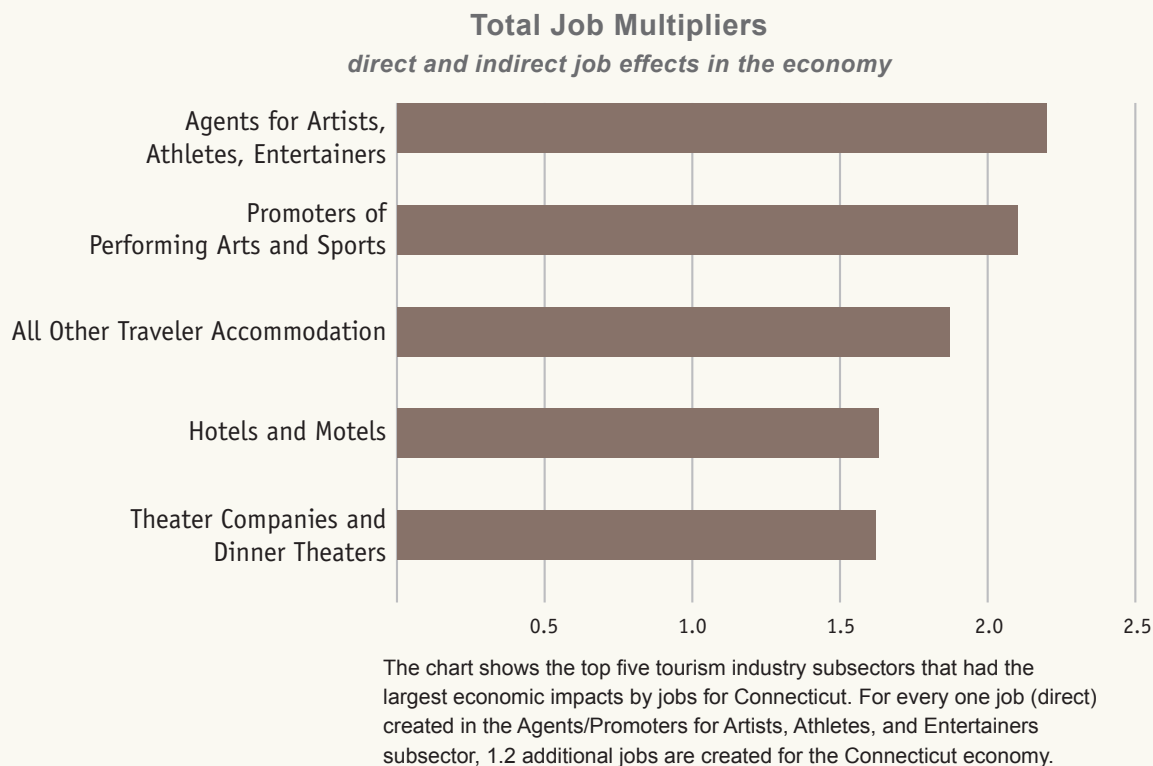


► *Connecticut is home to several tourist attractions that are appealing to a diverse range of people. Connecticut is rich in history, arts, food, culture, and much more.*



Tourism Industry

- In 2012, Connecticut started a \$22 million marketing campaign to spur business and tourism development led by the Connecticut Office of Tourism at the Department of Economic and Community Development.
- Consumer traffic to major attractions in Connecticut increased by 5.6% from 2011 to 2012.



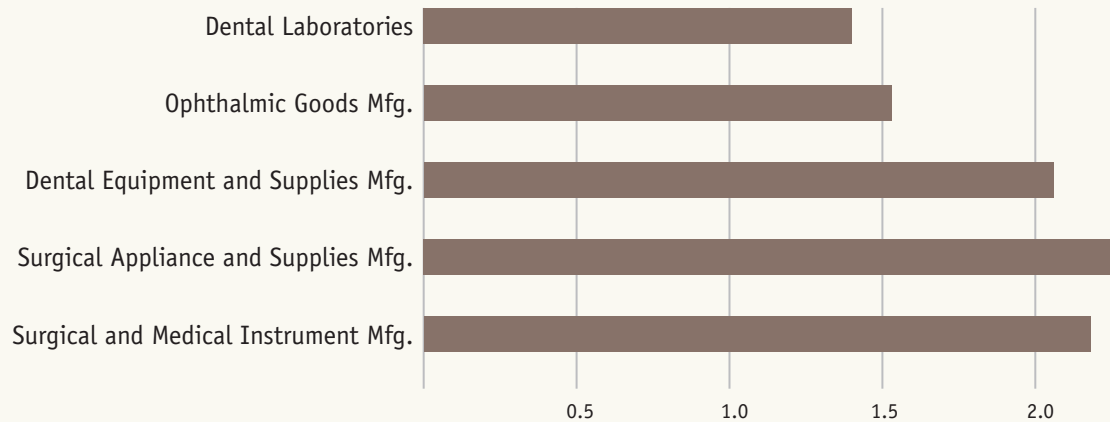
Sources: CT Department of Economic and Community Development, Economic Modeling Specialists International

Medical Device Manufacturing Industry

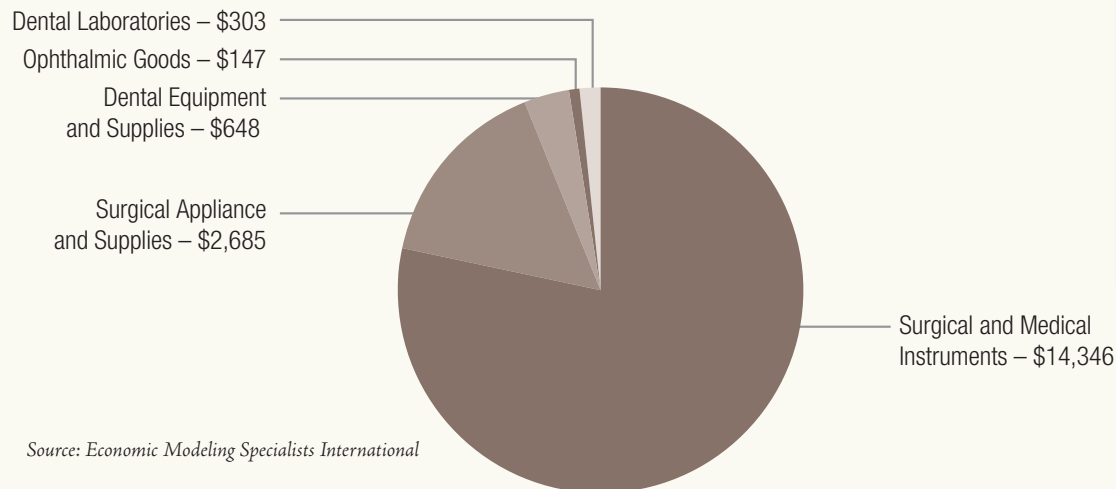
- In 2012, Connecticut had more than 150 businesses in this industry.
- Since 2002, the number of jobs increased by 10.75%.

► Connecticut has a globally competitive, diverse and highly technical medical device industry with precision manufacturing capabilities.

Total Job Multipliers
direct and indirect job effects in the economy



Exports 2012
(\$ million)



Source: Economic Modeling Specialists International



2014 STATE BUSINESS CLIMATE

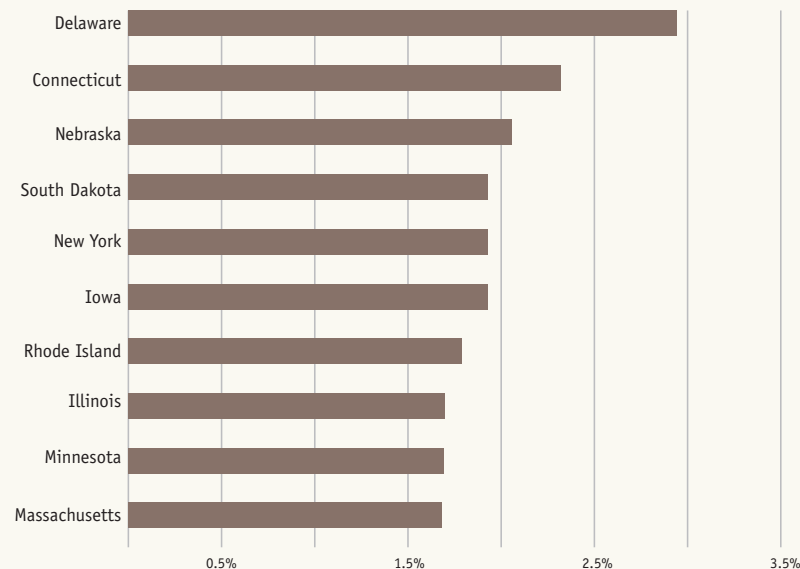
► Connecticut's Insurance and Financial Services industry is vibrant and is a historical asset to the state.



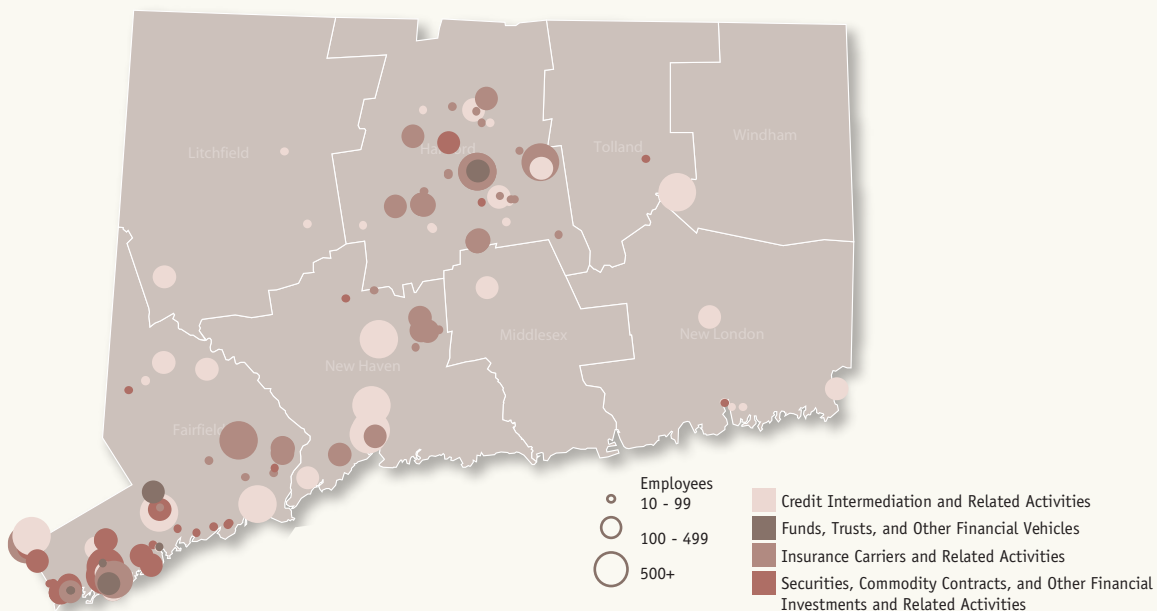
Insurance and Financial Services Industry

- This industry accounts for 18% of Connecticut's GSP.
- As of 2012, close to 200,000 individuals were employed in this industry.

Percent of Total Employment



Companies by Employment Size

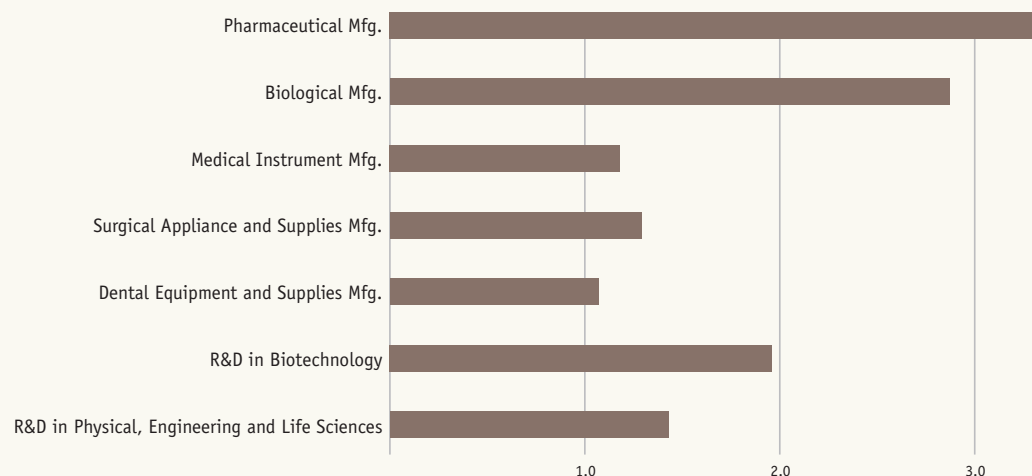


Source: Economic Modeling Specialists International, D&B Marketing Sales & Solutions

Bioscience Industry

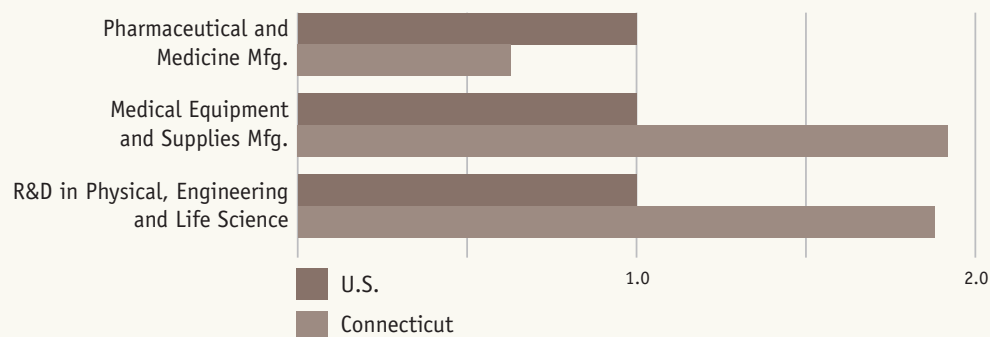
Total Job Multipliers

direct and indirect job effects in the economy



Location Quotient

relative employment concentrations



► Connecticut is one of the premiere locations for bioscience manufacturing, services, and research.



- Connecticut is spearheading a plan to grow our innovative bioscience industry with more than \$1 billion in investments for expansion of the University of Connecticut (UConn) Medical Center and the development of the Jackson Laboratory Genome Research Facility, as well as a \$200 million Bioscience Investment Fund.

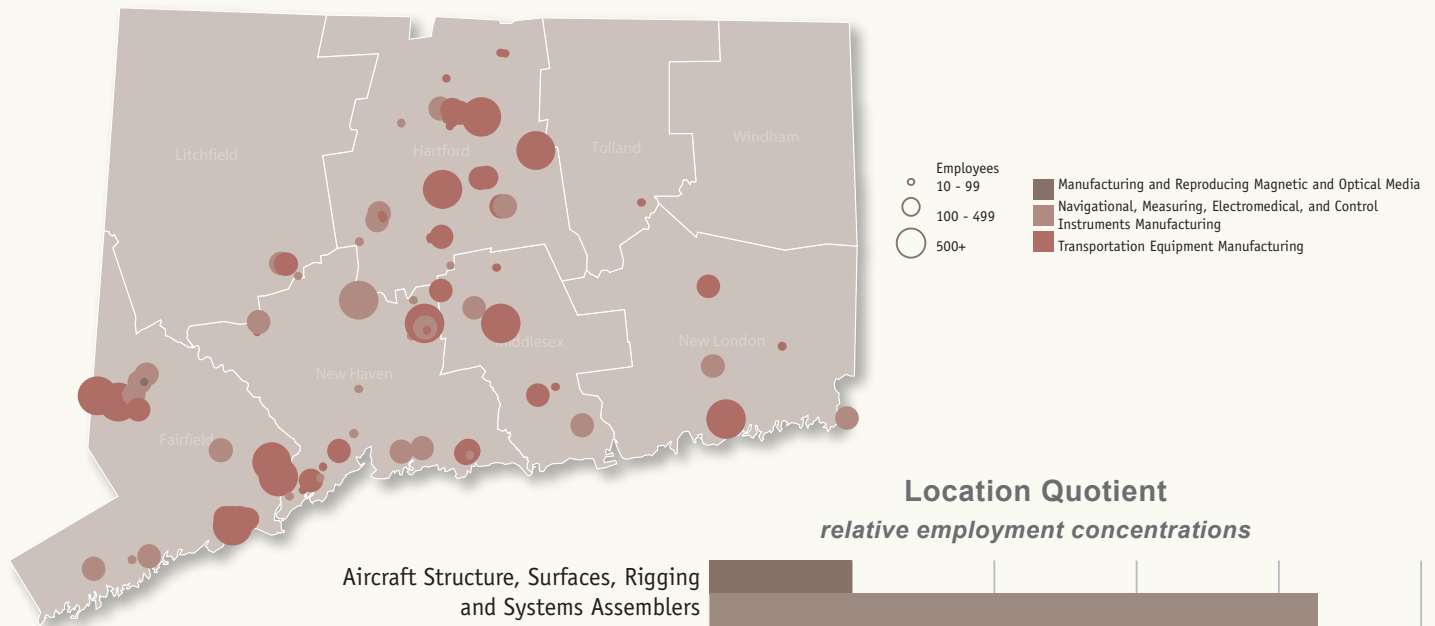
2014 STATE BUSINESS CLIMATE

► Connecticut's dynamic aerospace industry is among the most unique, innovative, and global-oriented industries in the United States.

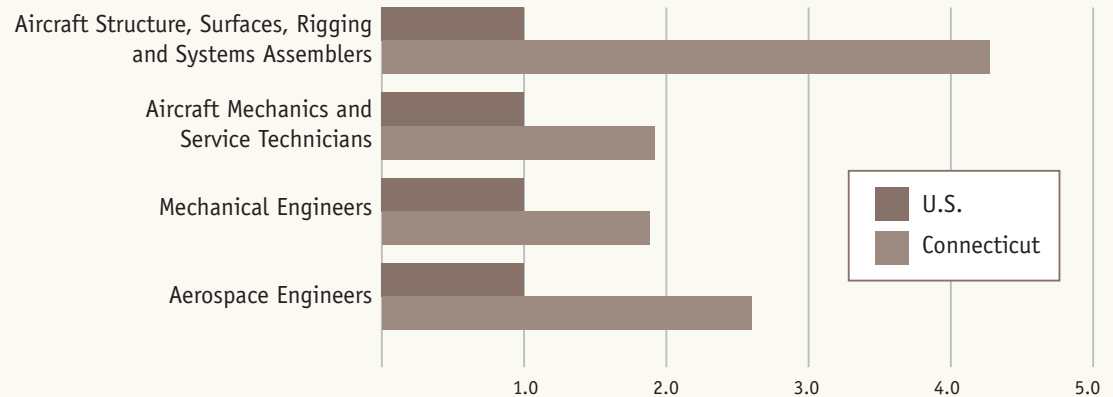


Aerospace Industry

Companies by Employment Size

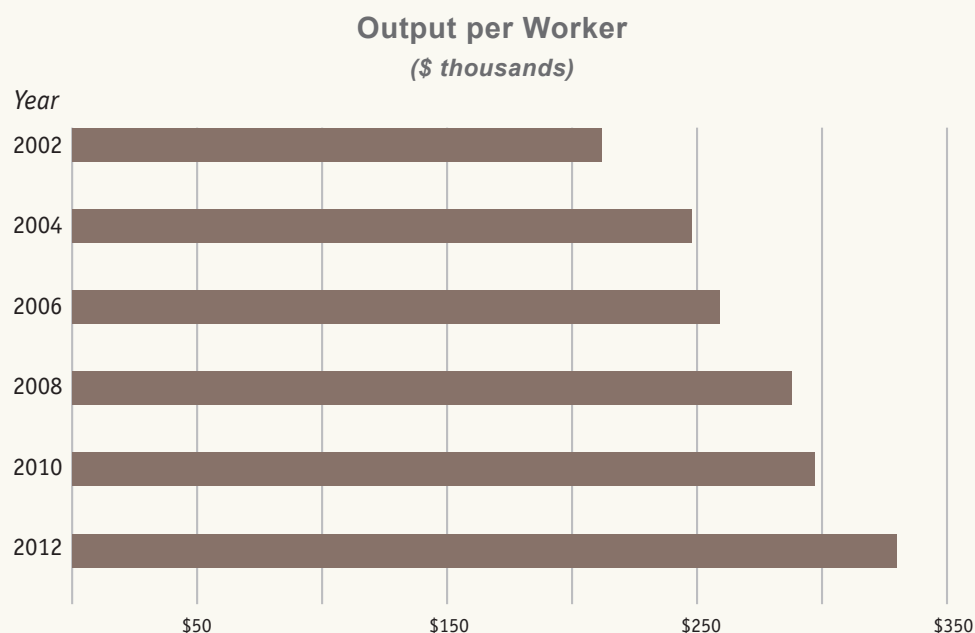


Location Quotient relative employment concentrations



- This industry accounts for nearly \$4.6 billion of GSP for Connecticut, or nearly 1.9% of the total, in 2012.
- The industry's highly productive and knowledgeable workforce; abundance of supply chain lines, and its international trade reach and capacity, make Connecticut a highly attractive location for aerospace companies that want to relocate and expand.

Digital Media Industry



- In 2012, output produced by this industry was valued at nearly \$5.5 billion, approximately 2.3% of Connecticut GSP.
- In 2012, output per worker in this industry was approximately \$331,000.

Source: Moody's Analytics

► Connecticut's Digital Media industry is vibrant and established, consisting of companies that provide services such as video production, software design and publishing, radio, sound production, television broadcasting, and more.



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- Access IEDC-compliant and locality-specific information about labor force, wages, businesses and more
- View easy-to-use interactive maps and printable brochures

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Acknowledgements

Thanks to the Connecticut Economic Resource Center, Inc. and
Hal Wood Design for their contributions to this report.